General Assembly
Official Records
Seventieth Session
Supplement No. 34

A/70/34

Report of the Joint Inspection Unit for 2015 and programme of work for 2016

United Nations • New York, 2016

Please recycle

Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

ISSN 0255-1969

[22 January 2016]

Contents

Chapter		*Page*
	Abbreviations	4
	Mission statement	6
	Message by the Chair	7
I.	Major areas of activities in 2015	9
	A. Relationships with other oversight and coordinating bodies	9
	B. Reports and management letters issued in 2015	9
	C. Investigations	15
	D. Independent system-wide evaluation of operational activities for development	15
	E. Acceptance and implementation of recommendations of the Joint Inspection Unit	17
II.	Outlook for 2016	21
III.	Programme of work for 2016	23
Annexes		
I.	Status of implementation of the workplan for 2015 as at 31 December 2015	26
II.	Aggregated status of acceptance and implementation of the Joint Inspection Unit recommendations by participating organizations, 2007-2014	28
III.	Proposed evaluation of web-based tracking system: key indicators	29
IV.	List of contributing organizations and their percentage share in the costs of the Joint Inspection Unit for 2016-2017	32
V.	Composition of the Joint Inspection Unit	33
VI.	Programme of work for 2016	34

Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ILO	International Labour Organization
IMO	International Maritime Organization
IPSAS	International Public Sector Accounting Standards
ITC	International Trade Centre
ITU	International Telecommunication Union
OIOS	Office of Internal Oversight Services
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations Office for Disaster Risk Reduction
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East

UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Mission statement*

As the only independent external oversight body of the United Nations system mandated to conduct inspections, evaluations and investigations system-wide, the Joint Inspection Unit aims to:

(a) Assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect of their oversight function concerning management by the secretariats of human, financial and other resources;

(b) Help to improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations;

(c) Promote greater coordination among the organizations of the United Nations system;

(d) Identify best practices, propose benchmarks and facilitate information-sharing throughout the system.

* See A/66/34, annex I, on the revised strategic framework of the Joint Inspection Unit for 2010-2019.

Message by the Chair

In accordance with article 10, paragraph 1, of the statute of the Joint Inspection Unit of the United Nations system, I am pleased to present this annual report of the Unit, containing an account of its activities for the period from 1 January to 31 December 2015, and an outline of its programme of work for 2016.

In 2015, the United Nations celebrated its seventieth anniversary; in 2016, the Joint Inspection Unit observes the fiftieth anniversary of its founding. The Unit seeks in this context to reiterate its commitment to function effectively as the only system-wide external oversight mechanism that embraces all the participating organizations. The Unit rededicates itself to responding to the needs and requirements of the legislative/governing bodies of the participating organizations, while working closely with their executive heads. It also recommits itself to fulfilling its mandate to help to enhance effectiveness and efficiency, as well as support coordination among participating organizations. The Unit will adapt to new priorities defined by the legislative bodies. For example, the implementation of the recently adopted 2030 Agenda for Sustainable Development presents a series of challenges to the United Nations system for the next decade and a half. The Joint Inspection Unit is committed to play a supportive role, within its mandate, in addressing these challenges.

The Joint Inspection Unit underscores its determination to remain fully responsive to the concerns and needs of Member States, to continue to work closely with the legislative/governing bodies, the executive heads of the participating organizations and other stakeholders with a view to fulfilling its mission and becoming an even more effective oversight instrument of the United Nations system.

In 2015, the Unit published five system-wide reports, one covering several organizations, and a series of management letters. Five more projects launched in 2015 are to be completed in the coming weeks and months. The Unit carried out a number of other activities, including the continuation of its reform process, strengthening the outreach and resource mobilization activities and enhancing its cooperation with various management and oversight forums. The Unit also undertook the two pilot projects mandated by the General Assembly for independent system-wide evaluation in the context of the quadrennial policy review of the operational activities of the development system.

In selecting and carrying out its programme of work over the past year, the Unit has focused both on the strategic and the operational dimensions of the activities of the participating organizations, taking into account mandates received from the legislative/governing bodies, proposals from organizations and oversight bodies and risks associated with the system as a whole. The paramount objectives of enhancing efficiency and effectiveness within the organizations themselves and coordination among them were kept in mind, as was the need for making practical and actionable recommendations to the legislative/governing bodies and the executive heads of the participating organizations.

For the work of the Unit to have impact, action on accepted recommendations needs to be taken: this is recognized in the invitation of the General Assembly to legislative bodies to take concrete action on recommendations. The Unit will endeavour to facilitate concrete legislative decisions, including by presenting

recommendations that are practical, implementable, actionable, results-oriented and that address precisely defined issues.

The value of the web-based tracking system developed and used by the Unit for monitoring the acceptance and implementation of its recommendations has been recognized by Member States, and the past year witnessed an increase in the number of its users. However, the issue of ongoing support for its periodic upgrade and maintenance remains a challenge. The consideration by the Secretary-General of options for hosting the Unit's website in-house, as requested by the General Assembly in its resolution 70/247, may present an opportunity to resolve this matter.

During the past year, the Unit maintained the momentum of its internal reform by updating its internal working procedures. The revised version contains several new features, such as strengthening the quality assurance; paying greater attention to the need for more effective management, oversight and accountability practices and procedures; suggesting new ways for the presentation of reports to the legislative/governing bodies; and defining the guidelines for dealing systematically with comments and observations from participating organizations.

The Joint Inspection Unit programme of work for 2016 consists of seven new projects. These were carefully selected through a consultative process. The projects cover system-wide issues of importance and seek to address them from a strategic and risk-based perspective. They include a review of administrative services delivery; knowledge management in the United Nations system; a review of travel policies; donor-led accountability and oversight reviews; a comprehensive review of the system-wide support for small island developing States; and management and administration reviews. They represent a reasonable balance and a good mix of system-wide versus single organization reviews with varying degrees of complexity and scope.

Finally, I would like to bid farewell to the four inspectors who left the Unit at the end of 2015 and extend a warm welcome to their successors. The new composition has also significantly altered the gender balance within the Unit: with 3 of the 11 inspectors now being women, a notable, even if still insufficient, step towards improving the representation of women in the Joint Inspection Unit has been taken.

(*Signed*) Gopinathan **Achamkulangare**
Chair

Geneva, 22 January 2016

Chapter I

Major areas of activities in 2015

1. Two significant endeavours marked the activities of the Joint Inspection Unit in 2015, one related to its substantive work, and the other to its continuing efforts to improve its internal working procedures. On the substantive level, 2015 saw the practical application of the role of the Unit as the only system-wide external oversight body with a broad mandate for inspection, evaluation, and investigation. This reflected in the Unit taking up, including at the request of the General Assembly (see resolutions 68/229 and 69/217), more complex, multi-stakeholder assignments that examine the impact of the United Nations system support for development objectives, in addition to the traditional focus on improving management, methods and efficiency in the use of funds, as stipulated in article 5 of the statute (resolution 31/192). This work will be elaborated in the sections below outlining the reports issued in 2015 and the programme of work for 2016.

2. With respect to internal operations, the Unit has further improved its internal working procedures, has continued to develop a biennial work-planning cycle, and continues to take measures to carry forward relevant recommendations that emanated from the peer review, notably the development of a resource mobilization strategy, outreach and building internal expertise. The Unit acknowledges that internal operations were affected by transitional aspects and learning requirements related to Umoja, and staff vacancies.

A. Relationships with other oversight and coordinating bodies

3. In December 2015, the Unit participated in the annual tripartite meeting of the three oversight bodies, the Board of Auditors, OIOS and the Joint Inspection Unit. The draft programmes of work of the three bodies for the coming year were shared and discussed with a view to avoiding overlap and duplication and achieving further synergy and cooperation on subjects of common interest.

4. The interactions with the CEB secretariat continued on several dimensions, including an exchange of information on specific areas of the individual projects and workplans of the respective bodies.

B. Reports and management letters issued in 2015

5. In 2015, the Unit produced five system-wide reports on the following topics: mainstreaming of full and productive employment and decent work; support for small island developing States; public information and communications policies and practices; activities and resources devoted to address climate change; and organizational ombudsman services. One report was prepared to review the cooperation among the United Nations regional commissions. A series of management letters were issued: on assessment of post-award contract management activities in 14 organizations; on staff safety and security; on IPSAS compliance by one participating organization; and on the acceptance and implementation of the Unit's recommendations by four organizations (see the summaries in paras. 6-27 below and the list in annex I).

Summaries of key findings and recommendations of reports, notes and management letters completed in 2015

Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations (A/70/678)

6. The evaluation assessed how the United Nations system organizations have taken up the call from resolutions of the Economic and Social Council to mainstream decent work principles into their own strategic planning/work at various levels (inter-agency, headquarters, regional, country) with a view to using the lessons learned in the finalization of the post-2015 agenda. It identified the mechanisms that are in place within the United Nations system for mainstreaming, assessed barriers to implementation and identified aspects of an enabling environment as well as the challenges faced by the system in integrating decent work issues at different levels. The evaluation also identified successes and good practices in mainstreaming the decent work agenda into the activities of the United Nations system organizations.

7. The evaluation found that, generally, the mainstreaming of the decent work agenda into the activities of United Nations system organizations had met with moderate success. There were extensive variations within the organizations, in which some of them demonstrated a high level of mainstreaming, whereas others had not undertaken any activities relating to decent work. The evaluation contains seven recommendations, one of which is addressed to the Economic and Social Council, one to the ILO Governing Body, four to the Secretary-General and one to the executive heads of United Nations system organizations.

Recommendations to the General Assembly of the United Nations for the determination of parameters of a comprehensive review of United Nations system support for small island developing States (A/69/921)

8. The Joint Inspection Unit included this project in its programme of work for 2015, in accordance with the mandate given by the General Assembly in paragraph 12 of its resolution 69/217. It identified areas to be addressed in a comprehensive review to strengthen implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

9. The report addressed six recommendations to the General Assembly, indicating areas to be considered in a comprehensive review to ensure that the following issues are covered: (a) mapping of the role of United Nations system organizations in providing support to small island developing States, addressing interlinkages among global mandates (e.g., sustainable development goals, climate change, disaster risk reduction, financing for development, etc.) to promote the sustainable development of small island developing States; (b) assessment of the Department of Economic and Social Affairs of the Secretariat and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the mandates of the Office of the High Representative, their allocation of resources and effective coordination among them; (c) assessment of the role and programmatic coordination within the departments of the United Nations Secretariat and entities such as UNCTAD, UNISDR and the regional commissions in support of small island developing States; (d) role of function of the Inter-agency Consultative Group on Small Island Developing States, chaired by the Department of Economic and Social Affairs, in

fostering the implementation of the SAMOA Pathway; (e) analysis of the institutional set-up to foster synergies across the United Nations system in supporting small island developing States, in line with paragraphs 122 to 124 of General Assembly resolution 69/15; and (f) strengthening coordination between the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Department of Economic and Social Affairs to increase effectiveness and improve the quality and transparency of reporting to Member States.

10. The General Assembly, in its resolution 69/288, took note with appreciation of the report and further mandated the Unit to undertake the comprehensive review. In response, the Unit included a new project in its annual programme of work for 2015, the result of which will be delivered in mid-2016, covering the scope indicated in paragraph 4 of the aforementioned resolution.

Cooperation among the United Nations regional commissions (A/70/677-E/2016/48)

11. The review assessed the relevance and effectiveness of the existing cooperation among the regional commissions, cooperation between the regional commissions and other entities of the United Nations system, especially in the framework of the Regional Coordination Mechanism, and the interface between the regional and global governance of the regional commissions. The five regional commissions play an important role in bringing together relevant United Nations system entities and non-United Nations actors for norm-setting, consensus-building and follow-up on major global initiatives, and their analytical and normative roles are perceived to be their major strengths. With the adoption of the ambitious 2030 Sustainable Development Agenda, the commissions are well placed to serve as a bridge between processes at the global, regional and national levels in implementing the Agenda and the Sustainable Development Goals.

12. However, mechanisms for mutual cooperation need improvement, and the report made several recommendations to that end. The executive secretaries of the regional commissions are advised to review the modus operandi of their meetings and interactions. The respective roles of the Regional Coordination Mechanism and United Nations Development Group regional teams need further clarification. Regular substantive and analytical reporting by the commissions to the Economic and Social Council and the General Assembly can help to improve the visibility of the regional commissions at United Nations Headquarters. The report also offered suggestions to enhance cohesion and synergies across the United Nations development pillar.

Public information and communications policies and practices in the United Nations system (JIU/REP/2015/4)

13. This system-wide review stressed that public information and communications have an important role to play in reaffirming the relevance of the United Nations system and in invigorating its credibility, image and reputation through a strategic approach of the function. It identified nine benchmarks to ensure that the public information and communications function supports organizational goals and priorities. These benchmarks focused notably on corporate communications strategies; access to executive managers; coherent planning and messaging; the capacity to produce multilingual communications products or activities; and the monitoring of activities.

14. Assessing the current system-wide coordination mechanisms, the review called for the development of synergies in the work of the United Nations Communications Group at the principals' level and the United Nations Development Group Communications and Advocacy Working Group. It presented the successes and challenges of local arrangements for promoting joint public information and communications among the organizations through the United Nations information centres and the local United Nations communications groups.

Review of activities and resources devoted to address climate change in the United Nations system organizations (A/70/627)

15. This review involved the participating organizations as well as a number of secretariats of environmental conventions, with particular focus on the United Nations Framework Convention on Climate Change. The total reported expenditures on climate change-related activities by the United Nations system organizations and multilateral environmental agreements amounted to $1,882 million for the biennium 2012-2013 and were projected to amount to $2,027 million in the biennium 2014-2015. Most of the organizations considered that they were contributing to the mitigation of or adaptation to climate change as by-products of their core goals. With few exceptions, they do not have a specific methodology to track climate change-related work by types of activities and funding. The United Nations system as a whole lacks an established common methodology to facilitate the identification of the work according to sector and impact to address climate change. Such a methodology would be instrumental to enhancing coordination and fostering synergies for the United Nations system to deliver as one in preventing and combating the adverse effects of climate change. The review contained six recommendations, two of them addressed to legislative bodies, aimed at ensuring system-wide coordination, accountability, improved information-sharing, support for technology transfer and adequate consideration of climate change issues at the country level, in particular through the inclusion of such issues in the United Nations Development Assistance Frameworks.

Review of the organizational ombudsman services across the United Nations system (JIU/REP/2015/6)

16. The review showed that, currently, 19 of 28 participating organizations provide ombudsman services to their employees. It also identified an insufficient level of common understanding of the role of the organizational ombudsman or the principles under which he or she operates. The review recommended inclusion of questions related to ombudsman services in the organizations' staff surveys in order to identify activities to increase staff awareness and understanding of this function. Staff members serving in headquarters offices are in a privileged position compared with their field-based colleagues, who often rely on technology to meet with their ombudsman, who is usually based at headquarters. The review called for a more client-oriented approach, whereby clients are given a choice of using any United Nations system organization's ombudsman residing in or visiting their location.

17. The terms of reference under which ombudsman practitioners in the United Nations system organizations operate are not comprehensive and, in most cases, are more than a decade old and thus need to be updated and disseminated across the respective organizations. There are no harmonized procedures or standards of operational practice. As a result, reported statistics cannot be fully compared and,

therefore, an elaboration of a United Nations system harmonized case management manual is necessary. The review recommended continuous training and the inclusion of an ombudsman certification process. The professionalization, accountability and appraisal of the ombudsman's performance should be ensured and improved on a continuous basis through a process inclusive of management and staff representatives.

18. The review highlighted that legislative bodies of all organizations should provide access for ombudsmen to report to them on systemic issues so that in case of conflicting priorities or limited resources, Member States can articulate their main concerns and priorities. Finally, the ombudsmen and mediators of the United Nations and related international organizations network should organize a subgroup limited to United Nations system organizations to deal with the latters' specific challenges and the recommendations contained in the report.

Management letter on staff safety and security (JIU/ML/2015/1)

19. As part of its programme of work for 2014, the Unit launched a system-wide review of staff safety and security in United Nations system organizations. The Unit issued a confidential management letter in 2015 as an outcome of the field missions undertaken for the preparation of the review.

20. The security of the United Nations personnel continues to be a persistent issue on the United Nations agenda and a subject of the reform process. High importance is attributed to the safety and security of personnel, given the number, type and severity of security incidents that occurred in recent years resulting in significant casualties and loss of life of United Nations personnel. The initial objective of the review was to evaluate the progress made since the 2008 report of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide, entitled "Towards a culture of security and accountability"; in particular, how the United Nations security management system has improved in response to areas identified by the aforementioned report; to assess how the current United Nations security management system is able to respond to foreseen and unforeseen challenges faced worldwide; to assess its coherence, at both headquarters and field levels; to assess the cost-effectiveness of the United Nations security management system, namely, whether it provides its key shareholders with value for money and to identify gaps and improvements required in its resourcing, governance and management.

21. The management letter on safety and security was addressed to the Department of Safety and Security of the Secretariat, in an effort to share with senior management the specific findings emanating from field missions. It contained six recommendations, all of them accepted by the Department, focusing on those issues that need to be tackled. It also included additional informal or soft recommendations and proposals for the consideration of the senior management of the Department in the context of the five identified strategic areas: security culture; information management; safety and security standards; security crisis management; and resources and financing. The findings and recommendations included in the management letter were presented to the members of the Inter-agency Security Management Network, thus contributing to the general debate on staff safety and security.

Management letter on UNWTO efforts towards IPSAS compliance
(JIU/ML/2015/2)

22. Further to the issuance of the "Follow-up inspection to the 2009 review of management and administration in the World Tourism Organization" (JIU/REP/2014/5), a detailed management letter was sent to the Secretary-General of UNWTO on the degree of implementation by UNWTO of the three recommendations of the Joint Inspection Unit and 16 benchmarks on the best practices for a smooth transition to IPSAS.

Management letters on the review of the acceptance and implementation of the Joint Inspection Unit recommendations

23. Three years after the introduction of the web-based tracking system in 2012, the Unit decided to review the acceptance and implementation of its recommendations by participating organizations for the period 2006-2012. The review included a "performance" analysis by organization and the issuance of a series of management letters in 2015-2016. It consisted of a comparative data analysis of the average rate of acceptance and implementation by organizations to identify "high, medium and low performers"; a trend analysis of the acceptance and implementation rates by organization; the identification of recommendations outstanding for five years or more; a review of recommendations considered "non-relevant" by organization; a review of the rates of acceptance and implementation by the executive head and legislative body at each organization; and an analysis of the process of consideration of reports by the organization's legislative bodies. Three management letters were issued:

United Nations Secretariat (JIU/ML/2015/3)

24. The review found that the rate of implementation of recommendations was below the average of all organizations and there was a decreasing trend of acceptance; the acceptance and implementation rates of recommendations addressed to the General Assembly were lower than those recommendations addressed to the Secretary-General; and 136 recommendations were outstanding for the period 2006-2009. Without a proper mechanism in place, a high number of "open" recommendations addressed to the legislative bodies and a low rate of acceptance and implementation would continue to be reported.

World Meteorological Organization (JIU/ML/2015/4)

25. The review found that although the acceptance rate was slightly below the average of all organizations and the implementation rate was much higher than the average rate, both rates decreased over the period. WMO has a very high percentage of recommendations reported as "not relevant". The practice followed by the WMO legislative body for the handling and consideration of the Unit's reports was not in full compliance with the relevant provisions of the statute of the Joint Inspection Unit. Despite the annual meetings of the Executive Council, the recommendations were usually considered with a delay of one or two years.

World Food Programme (JIU/ML/2015/5)

26. The review commended WFP for the above average rates of acceptance and implementation of the recommendations of the Unit, the positive trend of these rates

over the period, the low number of long outstanding recommendations, the timely consideration of reports and the process implemented to ensure that every recommendation directed to the legislative body is specifically addressed with a formal Executive Board response. However, the reports were not disseminated as provided by the statute of the Joint Inspection Unit and the follow-up agreement.[1]

Management letters on assessment of post-award contract management processes in 14 United Nations system organizations (JIU/ML/2015/6)

27. The assessments were conducted using the Contract Management Process Assessment Model developed by the Unit to assess the maturity of post award-contract management processes in United Nations system organizations. The data for the assessments were based on a standardized survey for each organization conducted in conjunction with the Unit's report entitled "Contract management and administration in the United Nations system" (JIU/REP/2014/9). The management letters sent separately to each organization (UNICEF, UNDP, WFP, UNHCR, WHO, UNOPS, PAHO, UNFPA, FAO, WIPO, ILO, UNESCO, UNIDO, and the United Nations Secretariat), summarized the Contract Management Process Assessment Model assessment ratings for the particular organization, analysed results in terms of post-award contract management process maturity and provided a starting point for each organization to formulate a contract management capacity development plan in areas that may need further strengthening.

C. Investigations

28. Investigations by the Unit focus on alleged violations of regulations and rules and other established procedures by executive heads, heads of internal oversight bodies, officials of the organizations other than staff members, and, on exceptional basis, staff of organizations that do not have an in-house investigation capacity, resources permitting.

29. General principles and guidelines for investigations applied by the Unit seek to ensure conformity with the revised Uniform Guidelines for Investigations, endorsed at the tenth Conference of International Investigators in 2009.

30. In 2015, the Unit received three new complaints; two of them were processed and one remains open, pending the finalization of the full assessment by the investigation component of the Unit.

D. Independent system-wide evaluation of operational activities for development

31. With a view to maximizing the results, relevance and impact of the United Nations system in supporting programme countries to achieve their development goals, the Unit has diversified its programme of work to engage in partnership with central evaluation offices of the United Nations system and other key stakeholders in the implementation of the General Assembly pilot policy and evaluation projects on independent system-wide evaluations of operational activities for development

[1] In its decision/2002/EB.2/17, the Executive Board endorsed the pilot scheme contained in document WFP/EB.2/2002/8-A and Corr.1/Rev.1.

(see resolution 68/229). The partnership provides an opportunity to leverage the comparative added value of the various stakeholders as they work together in a concerted effort to support the system-wide evaluation of development efforts.

32. The Unit has dedicated considerable resources to the pilot effort. In 2015, it hosted the independent system-wide evaluations coordination secretariat and, in addition to its overall supervisory role, it managed the trust funds established for extrabudgetary resources from Member States and several evaluation offices of the United Nations system organizations. It served as the chair of the interim coordination mechanism responsible for policy formulation, advocacy and resource mobilization, with membership from the Department of Economic and Social Affairs, the United Nations Development Group, the United Nations Evaluation Group, the United Nations Office for the Coordination of Humanitarian Affairs and OIOS. The interim coordination mechanism is also responsible for monitoring and has reported on the implementation and progress of the policy and its pilot evaluations. The mechanism has initiated a dialogue for the conduct of the independent evaluation in 2016 and the review of independent system-wide evaluations by the General Assembly.

33. The Unit has played a leadership role in the conduct of the two pilot evaluations, seeking to guarantee independence while balancing quality with the realities of time, budget constraints, and Umoja. Two inspectors served, respectively, as the chair of the evaluation management group of: (a) the meta-evaluation and synthesis of the United Nations Development Assistance Framework, with a particular focus on poverty eradication; and (b) the evaluation of the United Nations system contribution to strengthening national capacities for data collection and statistical capacities to support the achievement of the Millennium Development Goals and other internationally agreed development goals. The two evaluations launched in 2015 used the services of expert consultant teams and they will be completed in 2016. The findings will be presented for discussion as part of the Economic and Social Council dialogue in 2016. For these evaluations, the Unit was also tasked with reviewing the reports and recommendations, issuing reports on behalf of the evaluation management group, and following up on the reports, in line with article 12 of its statute.

34. The Unit has also, throughout 2015, reviewed and analysed the pilot initiatives of the independent system-wide evaluation for its overall value for the 2030 Sustainable Development Agenda and for the continuing and enhanced role of the Unit in the evaluation of development efforts, respecting its mandate as the only system-wide external oversight body of the United Nations system. For efficiency and effectiveness in carrying out this role, the Unit plans to use varying modalities of partnerships to enhance this role, using lessons learned from the independent system-wide evaluation pilot effort.

E. Acceptance and implementation of recommendations of the Joint Inspection Unit

Web-based tracking system

35. In recent years, the Joint Inspection Unit has made considerable investments to improve its capacity to track the acceptance and implementation of recommendations, in accordance with several requests of the General Assembly (resolutions 54/16, 55/230, 59/267, 59/272, 60/258, 62/246, 63/272, 64/262, 65/270, 66/259, 67/256 and 68/266). The web-based tracking system, introduced in 2012, has brought significant improvements in this regard. It serves not only as an online platform allowing participating organizations to access and update the status of recommendations, but also as a tool for reporting and statistical analysis, as it includes a graphic capability.

36. In response to the request of some participating organizations to further improve its user-friendliness by developing adequate additional export formats and establishing a more effective way of collecting and sharing comments and suggestions by participating organizations, the Unit prepared a technical specifications document to update the web-based tracking system accordingly (see annex III). As a result, a new upgraded version of the system is planned to be introduced in 2016.

Number of recommendations

37. The Unit has made efforts to address the concerns of participating organizations about the high number of recommendations contained in the reports, notes and management letters. Table 1 below indicates the results of such efforts. The average number of recommendations by report, note and management letter has decreased from 11.4 in 2010 to 4.5 in 2015. Only critical recommendations are formulated as such and other suggestions are highlighted in the text of reports. While these "soft" recommendations are not necessarily to be formally followed up, the executive managers are encouraged to implement them, taking into account the specific conditions of each organization.

Table 1
Number of Joint Inspection Unit reports, notes and management letters and recommendations, 2010-2015

	2010	*2011*	*2012*	*2013*	*2014*	*2015*	*Total 2010-2015*
Reports, notes and management letters							
System-wide and several organizations	8	10	13	5	7	5	48
Single-organization	3	2	4	2	3	6	20
Total, reports, notes and management letters	**11**	**12**	**17**	**7**	**10**	**11**	**68**

	2010	2011	2012	2013	2014	2015	Total 2010-2015
Recommendations							
System-wide and several organizations	85	100	65	28	61	33	372
Single-organization	40	10	44	6	16	16	132
Total, recommendations	**125**	**110**	**109**	**34**	**77**	**49**	**504**
Average number of recommendations by output	**11.4**	**9.2**	**6.4**	**4.9**	**7.7**	**4.5**	**7.4**

Source: Web-based tracking system, January 2016.

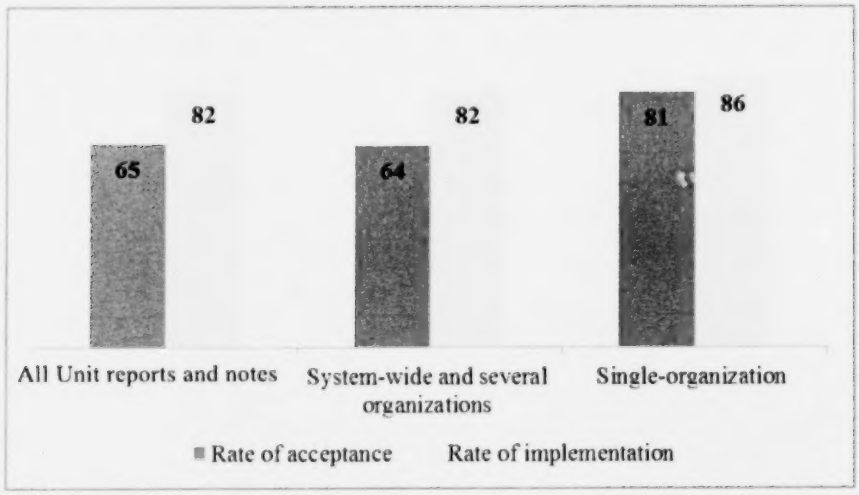
Acceptance and implementation rates of system-wide and single organization recommendations

38. At the beginning of 2016,[2] the average rate of acceptance of recommendations made between 2007 and 2014 in single organization reports and notes was higher (81 per cent) than that of recommendations in system-wide and several organizations recommendations (64 per cent) (see figure I).

39. Similarly, the implementation rate of recommendations during the same period contained in single-organization reports and notes was higher (86 per cent) than that of system-wide recommendations (82 per cent).

Figure I
Average rate of acceptance and implementation of recommendations of the Joint Inspection Unit (2007-2014)

(Percentage)



Source: Web-based tracking system, January 2015.

[2] As at 11 January 2016. No input for 2014 was provided by IAEA, UN-Habitat, UNOPS and UPU.

40. These differences could be explained by the fact that recommendations addressed to a single entity are better tailored to the specific situation of the organization and therefore more relevant and accepted more readily by management.

41. Moreover, the implementation of accepted recommendations might take several years, as they often address structural issues, challenge established policies and practices and propose new directions, requiring cross-departmental and senior management or legislative body decisions. To enhance a shared understanding of the issues involved and, thereby, the likelihood of implementation, the Unit intends to engage in a more active dialogue with organizations throughout the life cycle of the preparation of reports and notes.

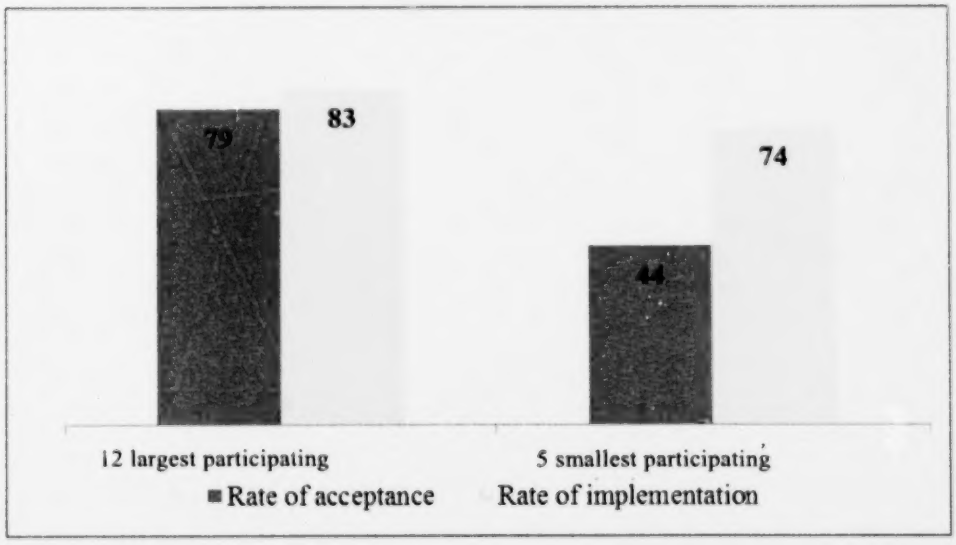
42. Action on recommendations by legislative bodies remains a key factor. This is recognized in the invitation of the General Assembly to legislative bodies to take concrete action on recommendations of the Joint Inspection Unit (resolution 50/233, para. 8). This remains to be fully acted upon. For its part, the Unit will endeavour to facilitate concrete legislative decisions, including by presenting recommendations that are practical, action-oriented and that address precisely defined issues.

43. A closer analysis by organization (see annex II showing the aggregated acceptance and implementation rates by participating organizations from 2007 to 2014) indicates that larger participating organizations (United Nations, UNDP, WFP, UNICEF, WHO, UNHCR, FAO, ILO, UNESCO, UNFPA, UNOPS and UNRWA) tend to have higher acceptance (79 per cent) and implementation rates (83 per cent) than smaller organizations (IMO, ITC, UNWTO, UPU and WMO), with the exception of WMO (see figure II).

Figure II

Acceptance and implementation rates of recommendations for the 12 largest and 5 smallest participating organizations (2007-2014)

(Percentage)



Source: Web-based tracking system, January 2016.

44. The Unit notes the difficulties experienced by the five smaller organizations to fully accept and implement all the recommendations contained in its system-wide reports and notes. It was therefore decided that a more active dialogue with these organizations was required, when soliciting factual corrections and substantive comments to draft reports, to ascertain the capabilities of the organization concerned to accept and implement the recommendations at a later stage.

Chapter II
Outlook for 2016

45. The Unit is cognizant of the strained resource environment it confronts in taking on more complex assignments that require more research, intense consultation and coordination with stakeholders and travel, which require more resources. In addition to acting on specific legislative requests or addressing systemic high risk issues such as fraud, it is the judgement of the Unit that such assignments draw on the unique comparative advantage of the Unit — its horizontal scope — and, therefore, merit the investment.

46. The Unit is taking measures to make this more feasible, given resource pressures. It is limiting the number of assignments it takes on to enable adequate support to those selected; it is re-examining the methodology by which staff and financial support is allocated to assignments; it is seeking extrabudgetary contributions as well as the assignment of Junior Professional Officers and interns to supplement the Unit's capacity. It will also consider drawing to the attention of the legislative/governing bodies the full resource implications of their requests.

47. Further, the Unit recognizes the need to examine the way the resources available to it are deployed. It envisages, among other things, carrying out a review of the structure of its secretariat to consider how the Unit's contemporary needs can best be supported and assisted. The Unit would consult with the relevant entities in this endeavour and report to the General Assembly on its findings and possible realignments.

48. The 11 inspectors (at the D-2 level) (see annex V) were assisted in their work by an Executive Secretary (D-2), nine evaluation and inspection officers (2 P-5, 3 P-4, 3 P-3 and 1 P-2), one investigator (P-3) and five research assistants (at the G-7 and G-6 levels). Professional staff assigned to project work also undertake additional tasks necessary for the administrative functioning of the Unit (i.e., certification of expenditures, preparation of budget proposals, participation in staff selection panels, when required, etc.). Four General Service staff continued to provide administrative, information technology, documentation management, editorial and other support to the Unit. The internship programme also provided valuable support capacity.

49. The regular annual budget allocated to the Unit for 2015 was $8.2 million, of which 93 per cent was for staff costs, including for the 11 inspectors. The remaining 7 per cent was allocated to other expenditures, including temporary assistance, travel, consultants and other operational costs. The launch of Umoja has had an impact on the financial closing of the biennium 2014-2015 and the Unit plans to conduct further analysis in this area.

50. With respect to resource mobilization, a contribution was received from one Member State (Norway) to finance part of the maintenance and upgrade of the web-based tracking system in 2014 and 2015 and the training of inspectors and staff, and to support two system-wide projects and a non-report activity.

51. The Governments of three Member States (France, Germany and Japan) continue to fund three Junior Professional Officer positions for a period of two years that will end in 2016. The Unit calls upon major contributors and other countries in a position to do so, to make contributions to specific projects and to

maintain the financing of Junior Professional Officer positions. Participating organizations are requested to support projects of interest to them.

52. Extrabudgetary resources may not be the solution in all circumstances, especially for areas where stability and the predictability of funding are essential. Examples are the maintenance of key data-processing systems that have become structural features of the work of the Unit, such as the web-based tracking system and the Unit's website. The Unit looks to exploring with the Secretary-General the options for hosting its website in-house, as requested by the General Assembly in resolution 70/247, as well as resolving issues of sustained support and resources for the tracking system.

53. The Unit will continue to work with the legislative/governing bodies and secretariats of its participating organizations to ensure that the arrangements in place for the Joint Inspection Unit are conducive to the implementation of its mandate in accordance with its statute. In this context, the Unit will pursue, drawing upon paragraph 13 of General Assembly resolution 69/275, its dialogue with the relevant actors on how the application of article 20 of the statute can reinforce the application of article 7 of the statute.

Chapter III
Programme of work for 2016

54. In preparing its programme of work, the Unit considered a shortlist of 15 topics, resulting from the consultation with its partners and internal consultations and 16 topics from the 2016-2017 roster. The programme of work adopted by the Unit in early 2016 includes four system-wide projects, one covering several organizations and two management and administration reviews of participating organizations (see annex VI).

55. The Unit identified a number of potential topics for the biennium 2017-2018, to be kept in a roster for consideration. The roster is not exhaustive and is subject to change.

56. The workplan for 2016 includes 7 new projects (see the summaries below) and 11 projects carried forward from the previous workplan.

Summaries of projects in the programme of work 2016

A 416: Review of administrative services delivery in selected United Nations system organizations

57. Many United Nations entities have made significant changes, including at the direction of legislative bodies, in the provision of administrative services, to ensure that they more effectively and efficiently support programmatic needs. Organizations apply various strategies, such as cooperation with each other at the country level to reduce the duplication of functions and consolidate support services through a range of options; internal consolidation and reorganization; re-engineering of business processes; and the grouping of certain functions in regional or global services centres. The request by the General Assembly in its resolution 70/248 that the Secretary-General submit a refined and detailed proposal on a global service delivery model further illustrates the ongoing interest in this matter.

58. The Unit will review the experience of a select group of participating organizations in redesigning how they carry out administrative services. The issues it will address include the different approaches taken, the functions that were the focus of reorganization or relocation, the roles of service centres, inter-agency harmonization and consolidation and personnel matters. The Unit would draw conclusions on the lessons learned to date, on the factors that need to be considered and managed in planning such changes, benefits realized and the tools required to assess results.

A 417: Review of knowledge management in the United Nations system

59. Building on previous reports produced by the Unit, the review will undertake a comparative analysis of knowledge management policies and related practices across the United Nations system. While recognizing that the situation varies from one participating organization to another, the report will assess the progress achieved during the past decade in this area. It will also aim at identifying the enabling factors for the effective implementation of knowledge management policies and possible ways to harmonize them, as well as sharing good practices. The regulatory frameworks and procedures, the organizational culture and the capacity to adapt to the dynamics of information and communication technologies

are some of the key components of the analysis to be conducted. A special emphasis will be put on knowledge management as a way to contribute to the enhancement of operational effectiveness.

A/418 Donor-led accountability and oversight reviews in United Nations system organizations

60. In recent years, donor funding has become essential for most United Nations system organizations in pursuing their mandates. In transferring funds to the United Nations system, donors are increasingly undertaking their own oversight reviews of United Nations programmes to ensure that funds have been used efficiently, for the intended purposes, and with the expected levels of accountability. These reviews are in addition to the assurance provided by the existing oversight and accountability architecture of the United Nations system that consists of the internal oversight offices, the external auditors, and other accountability mechanisms. This report will focus, among other things, on the nature, extent and reasons for donor-led reviews, the degree to which donor accountability requirements may be satisfied from existing oversight processes and how any additional requirements could more effectively be planned, coordinated and budgeted to achieve the objectives of all stakeholders.

A/419 Comprehensive review of United Nations system support for small island developing States: final findings

61. The General Assembly, in its resolution 69/288, took note with appreciation of the report entitled "Recommendations to the General Assembly of the United Nations for the determination of parameters for a comprehensive review of United Nation system support for small island developing States" (A/69/921) and further mandated the Unit to undertake the comprehensive review, taking into account the ongoing intergovernmental negotiation processes and the limited time frame available to present its initial findings, to begin, as soon as possible, its review in relation to recommendations 2, 3 and 4 of its report. The follow-up project undertaken in 2015 covered issues related to the coordination between the Department of Economic and Social Affairs and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the role of United Nations Secretariat entities and the analysis of the Inter-agency Consultative Group on Small Island Developing States.

62. In response to paragraph 2 of resolution 69/288, and to the request reiterated in paragraph 12 of resolution 70/202, the Unit has included in its programme of work for 2016 the review entitled "Comprehensive review of United Nation system support for small island developing States: final findings", which will focus on the overall system-wide support to small island developing States, and cover funds and programmes, specialized agencies and IAEA, as well as some secretariats of environmental conventions. The results of the comprehensive review will be included as an addendum to the report of the Secretary-General on small island developing States, as requested in resolutions 69/288 and 70/202.

A/420 Review of travel policies in the United Nations system

63. Travel is the second largest expense in the United Nations system organizations, after staff costs. As such, in various resolutions, the General Assembly has

repeatedly stressed the importance of taking practical measures for a more effective and efficient use of the air travel resources of the organizations.

64. This would require a stocktaking of existing travel policies, with a view to identifying savings and efficiency measures. Moreover, changes in technology and industry practice make necessary an in-depth review of travel policies to ensure that the United Nations system benefits from such advancements. The study will complement the report the Unit issued in 2010 entitled "Review of travel arrangements within the United Nations system" (A/65/338) and focus on travel policies, standards and identify areas where system-wide harmonization could take place as well as measures to rationalize travel costs.

A 421. Review of management and administration in the United Nations Industrial Development Organization

65. Created by the General Assembly in 1966 as a special organ, in 1985 UNIDO became a specialized agency of the United Nations in the field of industrial development. Over the years, UNIDO has faced significant challenges regarding the relevance of its mandate, its performance and its financial situation, which prompted a series of organizational reforms.

66. The review will assess such areas as governance, executive management, strategic planning, administrative and financial management, human resources management, oversight, as well as any other corporate function identified as relevant. In these areas, the study intends to offer suggestions for improvement, as appropriate, to facilitate the role of UNIDO in promoting inclusive and sustainable industrial development, as indicated in the Lima Declaration: Towards inclusive and sustainable industrial development, adopted by the UNIDO General Conference in 2013 and the 2030 Sustainable Development Agenda. The status of the recommendations contained in the previous management and administration review of UNIDO by the Unit (JIU/REP/2003/1) will be taken appropriately into account.

A 422. Review of management and administration in the Joint United Nations Programme on HIV/AIDS

67. UNAIDS was established in 1994 by the Economic and Social Council in its resolution 1994/24 and launched in January 1996 to "undertake a joint and co-sponsored United Nations programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibility". UNAIDS is a unique partnership with an innovative structure set up to provide global leadership in achieving universal access to HIV prevention, treatment, care and support in the response to the AIDS epidemic.

68. The review will focus on a comprehensive assessment of the management and administration of UNAIDS with a view to providing guidance for further improvement in various areas such as, among others, organizational structure and executive management; strategic planning; funding mechanism; financial framework and control; human resources management; information management and technology; operational support services; functioning of regional and country offices; and oversight.

Annex I

Status of implementation of the workplan for 2015 as at 31 December 2015[a]

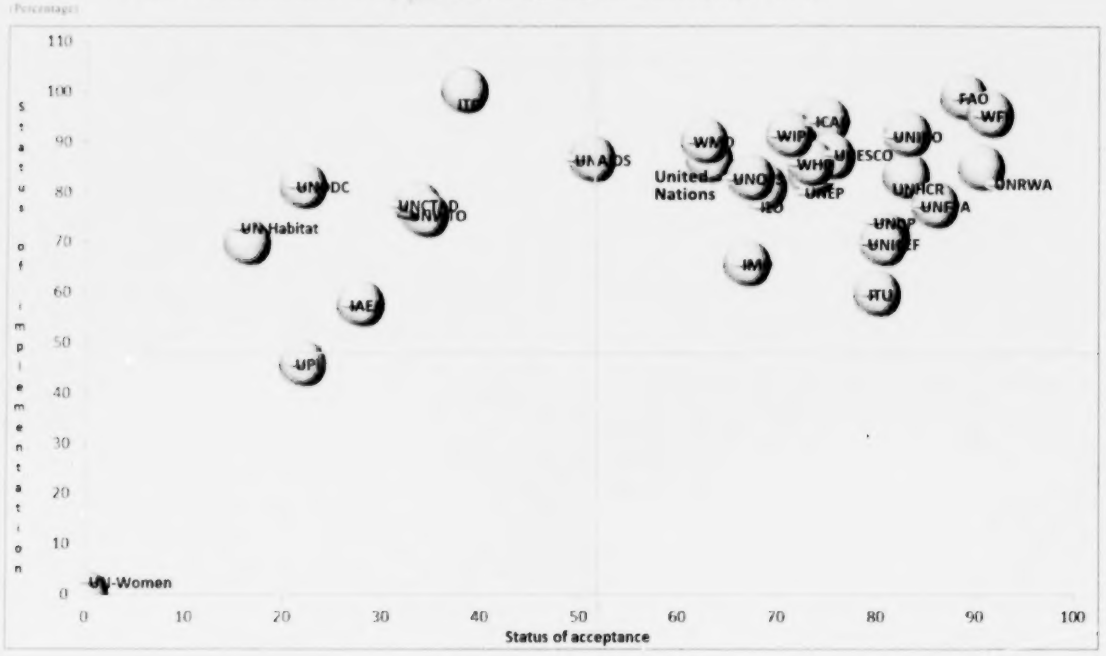
Project title	*Symbol completion date*
Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations	A/70/678
Recommendations to the General Assembly of the United Nations for the determination of parameters for a comprehensive review of United Nations system support for small island developing States	A/69/921
Cooperation among the United Nations regional commissions	A/70/677-E/2016/48
Public information and communications policies and practices in the United Nations system	JIU/REP/2015/4
Review of activities and resources devoted to address climate change in the United Nations system organizations	A/70/627
Review of the organizational ombudsman services across the United Nations system	JIU/REP/2015/6
Review of safety and security in the United Nations system (confidential management letter)	JIU/ML/2015/1
Management letter on UNWTO efforts towards IPSAS compliance	JIU/ML/2015/2
Review of the acceptance and implementation of JIU recommendations by the United Nations Secretariat	JIU/ML/2015/3
Review of the acceptance and implementation of JIU recommendations by the World Meteorological Organization	JIU/ML/2015/4
Review of the acceptance and implementation of JIU recommendations by the World Food Programme	JIU/ML/2015/5
Management letters on assessment of post-award contract management processes in 14 United Nations system organizations	JIU/ML/2015/6
Succession planning in the United Nations system organizations	To be completed in February 2016
Review of management and administration in the International Telecommunications Union	To be completed in February 2016
Comprehensive review of United Nations system support for small island developing States: initial findings	To be completed in February 2016
Review of safety and security in the United Nations system (report)	To be completed in March 2016
Fraud prevention, detection and response in the United Nations system	To be completed in March 2016

[a] Includes projects carried forward from 2014. Reports and management letters are available at www.unjiu.org.

Project title	*Symbol completion date*
Independent system-wide evaluation I: meta-evaluation and synthesis of United Nations Development Assistance Framework evaluation 2009-2013	To be completed in March 2016
System-wide review of results-based management, phase II (two products)	To be completed in April 2016
State of the internal audit function in the United Nations system organizations	To be completed in April 2016
Independent system-wide evaluation II: contribution towards strengthening national statistics capacities for planning and monitoring	To be completed in May 2016
Review of the acceptance and implementation of JIU recommendations by participating organizations	To be completed in December 2016
Partnership in the independent system-wide evaluation: implementation of the pilot phase	Non-report project. To be completed in December 2016

Annex II

Aggregated status of acceptance and implementation of the Joint Inspection Unit recommendations by participating organizations, 2007-2014



Annex III

Proposed evaluation of web-based tracking system: key indicators

A. Introduction

1. The General Assembly, in its resolution 69/275, welcomed the benefit and utility of the web-based system for tracking recommendations of the Joint Inspection Unit, highlighted the importance of maintaining the system, and encouraged the Unit to develop indicators of achievement to measure how the system had improved the tracking of recommendations and to report thereon in its next report.

2. Three years after the successful launch of the Unit's web-based tracking system, the time has indeed come to further analyse the benefits brought by it. It is worth noting that its high performance, recognized by many stakeholders such as the majority of the participating organizations, the General Assembly and by the peer review exercise of the Unit conducted in 2013, speaks for itself; the web-based tracking system is without a doubt a milestone in the way the Unit tracks its recommendations.

B. Description of previous system and introduction of the web-based tracking system

3. The previous follow-up on recommendations was done through the use of a local database combined with several manual procedures, where an initial request for data on the status of acceptance and implementation was sent to participating organizations once a year; subsequently, responses received were entered manually into the system. The laborious process on both sides, the Unit and participating organizations, was rather time-consuming and inefficient. Organizations then were expected to keep their own records and develop internal procedures for the follow-up on recommendations.

4. The main rationale of the new system was to allow organizations to update relevant information online, anytime and from anywhere, avoiding duplication of data entry processes (first at the participating organization side while preparing its annual submission to the Unit and, secondly, at the Unit, which had to re-enter data into the old local database). The web-based tracking system has also enhanced record-keeping, which avoids the need to keep records on both sides; now there is only one shared common database and participating organizations do not need to have an additional system to keep relevant records. In addition, the web-based tracking system has also enhanced reporting, including through the automatic generation of charts and graphics; this function was not available in the old system. The new system, with different user access controls, also allows Member States, inspectors, the Unit's staff and other authorized stakeholders to check and review online the status of implementation by each participating organization of any recommendation contained in the different reports. It also enables the comparison of system-wide efforts to implement recommendations of the Joint Inspection Unit.

5. The web-based tracking system contains data relevant to the Unit's reports issued since 2004; a considerable effort was made to transfer and convert data from the old system, as well as enter new data to satisfy new reporting requirements.

Table A.1
Differences between the old follow-up system to track the status of acceptance and implementation of recommendations and the new web-based tracking system

Features	*"Old" system*	*WBTS*
Collection and reporting **real-time data**		√
Delegate the responsibility of providing status of acceptance and implementation within an organization		√
Different access control levels		√
Presentation of statistics individually, aggregated and in graphical formats		√
Web-based information-sharing platform with online access to participating organizations and Member States		√

6. In 2013, the peer review qualified the web-based tracking system, only a year after its introduction, as a very useful tool that positions the Unit as a leader in the oversight community within the United Nations system. Three years after its launch the tracking system continues to perform satisfactorily and the system availability during the period is very close to 100 per cent, with no disruptions in its functioning.

C. Existing indicators

7. Currently, the Unit uses a mix of qualitative and quantitative indicators to assess the benefits brought by the web-based tracking system.

8. Quantitative indicators used are: the number of organizations and users effectively utilizing the web-based tracking system. With respect to the number of organizations using the web-based tracking system, only two participating organizations do not yet report into the web-based tracking system, while, depending on the year, the old system was not used by an average of five organizations. In addition, it should be noted that currently there are some 425 users of the web-based tracking system within the participating organizations, an average of 15 users per organization, representing a quite significant figure for an oversight information system.

9. Qualitative indicators are used as well, mainly on client satisfaction; the Unit conducts periodically satisfaction surveys to understand and assess satisfaction levels of different users with various aspects of the system (i.e., user friendliness, responsiveness, functionality, etc.). These surveys contributed to the further evolution of the system through the subsequent development of new functionality required by end-users.

10. The user satisfaction survey was undertaken in the context of the ongoing review of acceptance and implementation of the Unit's recommendations; 73 per cent of respondents considered that the web-based tracking system had improved the monitoring of recommendations.

11. The user satisfaction survey also provided information about existing and potential key indicators to measure the benefit and utility of the web-based tracking system, as follows:

- Number of web-based tracking system statistical reports downloaded by participating organizations, by category of report and by year
- Easy, quick and live accessibility to the repository of the recommendations of the Unit
- Ability of Member States to access directly detailed information on how the participating organizations follow up on the recommendations of the Unit

D. Recommendations for improvement/refinements of indicators

12. There is no doubt that the web-based tracking system significantly improved the tracking of recommendations and the reporting on acceptance and implementation. The Unit has done its utmost to meet the needs and expectations of the participating organizations in following up on the recommendations, involving end-users from the early predesign phase and in subsequent implementation activities. In this respect, the Unit introduced, in 2014, a new software version (V.1.1) and is currently engaged in a new upgrade to implement the following functionalities:

- Additional file export options also in MS Word and Excel formats
- Comparison of the progress made by participating organizations between different dates
- Reports produced by "type of organization" (i.e., "specialized agencies" and "United Nations funds and programmes")
- Ability to produce graphics by thematic groups of reports, notes and letters (not only by period)

13. On the basis of the continued feedback and suggestions from its participating organizations, the Unit is committed to further refining the web-based tracking system to sustain its positive results (both in tracking and information-sharing) and continue to respond to the needs of participating organizations in terms of follow-up on the recommendations of the Unit.

Annex IV

List of contributing organizations and their percentage share in the costs of the Joint Inspection Unit for 2016-2017

Organization	*Percentage*
FAO	4.5
IAEA	2.0
ICAO	0.8
ILO	2.2
IMO	0.3
ITU	0.7
PAHO	3.0
UNAIDS	0.9
UNDP	17.2
UNESCO	2.6
UNFPA	2.8
UNHCR	8.2
UNICEF	12.5
UNIDO	1.0
United Nations	13.9
UNOPS	2.3
UNRWA	2.2
UN-Women	0.8
UNWTO	0.1
UPU	0.2
WFP	13.1
WHO	7.0
WIPO	1.2
WMO	0.3

Preliminary percentages are based on the proposed budgets for the biennium 2016-2017 and subject to recosting and decisions of the Advisory Committee on Administrative and Budgetary Questions and the General Assembly. The United Nations entry includes United Nations, UNITAR, ITC, ICSC, the International Court of Justice, the United Nations Joint Staff Pension Fund and the United Nations University. It excludes tribunals, special political missions and peacekeeping (source: CEB).

Annex V

Composition of the Joint Inspection Unit

1. The composition of the Joint Inspection Unit for 2015 was as follows (each inspector's term of office expires on 31 December of the year indicated in parentheses):

Jorge T. Flores Callejas, Chair (Honduras) (2016)

Jean Wesley Cazeau, Vice-Chair (Haiti) (2017)

Gopinathan Achamkulangare (India) (2017)

George A. Bartsiotas (United States of America) (2017)

Gérard Biraud (France) (2015)

István Posta (Hungary) (2015)

Papa Louis Fall (Senegal) (2015)

Sukai Elie Prom-Jackson (Gambia) (2017)

Rajab Sukayri (Jordan) (2019)

Gennady Tarasov (Russian Federation) (2017)

Cihan Terzi, Chair (Turkey) (2015)

2. The following inspectors started their five-year term on 1 January 2016, replacing the four inspectors whose term ended on 31 December 2015:

Aicha Afifi (Morocco)

Petru Dumitriu (Romania)

Jeremiah Kramer (Canada)

Gönke Roscher (Germany)

3. In accordance with article 18 of its statute, which provides that each year the Unit shall elect from among the inspectors a Chair and a Vice-Chair, the Bureau for 2016 is as follows:

Gopinathan Achamkulangare (India), Chair

Gennady Tarasov (Russian Federation), Vice-Chair

Annex VI

Programme of work for 2016[a]

Project No.	*Title*	*Type*
A.416	Review of administrative services delivery in selected United Nations system organizations	Several organizations
A.417	Review of knowledge management in the United Nations system	System-wide
A.418	Donor-led accountability and oversight reviews in United Nations system organizations	System-wide
A.419	Comprehensive review of United Nations system support for small island developing States: final findings	System-wide
A.420	Review of travel policies in the United Nations system	System-wide
A.421	Review of management and administration in the United Nations Industrial Development organization	Single organization
A.422	Review of management and administration in the Joint United Nations Programme on HIV/AIDS	Single organization

[a] Subject to change during the year.

16-00867 (E) 040216

Please recycle